

Executive Registry

72-5390

10 October 1972

MEMORANDUM FOR: Executive Director-Comptroller  
THROUGH: Deputy Director for Intelligence *EWF*  
SUBJECT: Non-Standard Work Schedule Quarterly Report, July-September 1972  
REFERENCE: D/Pers. memo to ExDir, 21 Dec 72,  
Same Subject

1. This is the second quarterly report on the three-day week worked by the CRS computer operators. This report is submitted as required by your approval, dated 4 Jan 1972, of this work schedule.

2. The three-day week is a success from the point of view of the office. Overtime for computer operators has been eliminated. Overtime cost was \$9,178.54 in the three-month period (Jan-Mar 1972) preceding the three-day experiment. The benefits of fewer shift changes (14/week vice 21/week) are discernible if intangible. Sick leave utilized per operator has dropped. (See Attachment.)

3. All operators were individually interviewed in the last week of September, with these findings:

- With one exception, the operators like the 3-4 day week and wish to see it continue.
- Six of the 14 still feel the 12-hour day is tiring. Most of them feel that it is the fourth day that accounts for it.
- All are taking advantage of their days off by taking leave during those periods and extending their periods of leisure time.

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- All continue to wish for more Sundays off to spend with their families. The schedule has been modified to allow that and we plan to implement the change on 15 October. We will limit the Sunday day shift to two (of four) with the remaining two men working their one eight-hour day on either Wednesdays or Thursdays along with the regular shift for those days. The men now work eight Sunday days in a 24-week cycle. This change will give them four more Sunday days off--and reduce the Sunday premium pay.

4. I will submit a third report covering October-December 1972 quarter.

STATINTL

H. C. EISENBEISS  
Director, Central Reference Service

Attachment: a/s

ATTACHMENT

LEAVE FIGURES FOR COMPUTER OPERATORS

<u>Period</u>	<u>Annual</u>	<u>Sick</u>	<u>Remarks</u>
Jan-Mar 1972	210	203	Prior to 3-4 day week, 12 operators.
Apr-Jun 1972	270	87	12 in April; 13 in May; 14 in June.
Jul-Sep 1972	838	182	16 in July; 14 in August and September.

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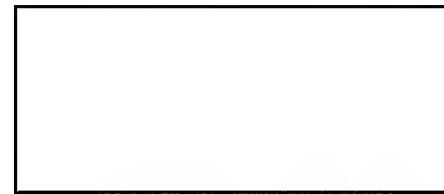
1 November 1972

MEMORANDUM FOR: Director of Personnel  
THROUGH : Chief, Position Management & Compensation  
Division/Op  
SUBJECT : Non-Standard Workweek - Foreign Missile  
and Space Analysis Center (FMSAC)  
REFERENCE : Your memorandum, same subject, dated  
16 February 1972

1. The Activities Interpretation Division currently has 12 staff employees and one co-op student employee working 12-hour shifts in the Operations Center. This shift schedule has been in effect since March 1971 and has proven very beneficial to FMSAC.
2. The 12-hour shifts have resulted in increased work quality and quantity. Each Center employee now is in more frequent contact with other FMSAC analysts. This results in a better understanding of intelligence problems and allows the Center analyst to contribute more to the solution of these problems. In addition it is now possible to assign individual projects, thereby making more efficient use of the Center employee's time.
3. There was some initial resistance by a few employees to the 12-hour shift concept. However, all now appear to see the benefits of the program and morale is higher than it was prior to initiation of the new schedule.
4. The use of a 12-hour shift has allowed the Center to operate with one less analyst. Additionally, overtime for the quarter June through September 1972 was kept at zero. Thirty-two overtime hours were performed by 13 people, during two separate pay periods. This overtime was not

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Space Analysis Center (FMSAC)

attributable to Operations Center work, per se. Periodically full branch meetings will occasionally require early arrival or holding of a shift to gain the simultaneous presence of all branch members.



STATINTL

*Deputy Director*  
Foreign Missile and Space Analysis Center

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